

### Developmental Evaluation of UNICEF's Work on Innovation for Children in Malaysia



UNICEF Malaysia

#### 1. INTRODUCTION

This Terms of Reference (ToR) document outlines the purpose and scope of a *Developmental Evaluation (DE) of UNICEF's Work on Innovation for Children in Malaysia*. The evaluation seeks to inject evaluative thinking and support adaptive learning among social innovators, social entrepreneurs, non-governmental organisations, private sector and government organisations that partner with UNICEF on innovation to achieve better results for children.

The DE is commissioned by UNICEF Malaysia, and it is expected to be carry out by an institution through an Embedded Evaluator (EE) from November 2018 through April 2019, with possible extension into 2019. The EE will not only be embedded in the programme team, but she will have a 'voice' in the meetings to inform UNICEF's work on innovation and future directions and strategies. The EE will be supervised by the Evaluation Specialist at UNICEF Malaysia, in collaboration with the Innovation Specialist.

#### 2. BACKGROUND AND RATIONALE

##### 2.1 UNICEF MALAYSIA AND ITS FOCUS ON INNOVATION

Since 1954, UNICEF has joined forces with the Government and the people of Malaysia to transform the lives of children across the nation. In the 2016-2020 Country Programme<sup>1</sup>, UNICEF seeks to support Malaysia to achieve the development goals being defined in the 11<sup>th</sup> Malaysia Plan towards the achievement of Vision 2020 and the Sustainable Development Goals (SDGs). The programme, which was developed with consideration of Malaysia's transition into a high-income country in the next decade, and the specific role that UNICEF can play in this evolving context, working upstream and closely with strategic partners at all levels. Towards this, the Country Programme has been operationalized through three multi-sectoral components, as follows:

- a) **Enhanced child and adolescent well-being:** By 2020, all children in Malaysia benefit from strengthened national policies, quality social services and capacities that enhance well-being and enable them to survive, thrive and develop to their full potential.
- b) **Social inclusion and disparity reduction:** By 2020, strengthened commitment and environment promoting child-centred social inclusion, disparity reduction and resilience.
- c) **Enhanced engagement and partnerships for child rights:** By 2020, enhanced capacities, partnerships and engagement for child rights fulfilment and monitoring, and for mobilization of national resources for all children.

<sup>1</sup> [https://www.unicef.org/about/execboard/files/2015-PL24-Malaysia\\_CPD-ODS-EN.pdf](https://www.unicef.org/about/execboard/files/2015-PL24-Malaysia_CPD-ODS-EN.pdf)

Innovation has been embraced as a core, crossing-cutting strategy. To this end, UNICEF Malaysia is actively exploring new research and design methods, technologies and business models that can help programmes and partners deliver results for children in new and more effective ways. This work aims to engage and strengthen the commitment of potential ‘problem-solvers’ – corporate, government and civil-society partners, social entrepreneurs and children and young people themselves (*duty bearers*) – in developing and testing new approaches to improve the lives of Malaysia’s most marginalised children (*rights holders*). These include: (1) U-report, a communication platform that enables young people to share their ideas and opinions, receive information and take action on social issues that matter to them; (2) capacity-building activities for UNICEF and partner staff; and (3) a series of issues-based ‘Design Labs’ that integrate human-centred design (HCD) approaches to better understand the experiences of end users of social services and develop more contextually appropriate interventions for children<sup>2</sup>.

In 2018, UNICEF will launch the first pilot project to emerge from the Design Lab process – a holistic 21<sup>st</sup> century alternative education model that combines both vocational – and soft-skills acquisition with emerging technologies and livelihood opportunities. The two remaining Design Labs will concentrate on the issue of disabilities – aiming to demystify the diagnostic process for caregivers who suspect their children may have a disability, and identify and train a new generation of Disability Equality Trainers with capacity to deliver advocacy, training and accessibility evaluation services.

## **2.2 RATIONALE**

In light of the complexity of UNICEF’s work on innovation<sup>3</sup> and its constant progression since January 2016, using conventional ex-post facto evaluation design, aggregating the contribution of innovation across the Country Programme would not represent what has been achieved adequately, nor would it capture the lessons innovative programming has to offer to UNICEF. Instead, a bottom-up evaluation design seems more suitable to enable adaptive management of ongoing activities and identification of new, strategic entry-points for innovative partnerships and programming within the second half of the Country Programme.

It is therefore recommended that a DE that supports innovation and adaptive management and informs the development of new strategic partnerships and activities is undertaken for a period of six months, from November 2018 to April 2019. The evaluation will be based on the evolving thinking of DE that injects evaluative thinking and supports adaptive learning in complex initiatives. This design combines the rigor of evaluation methodologies with the flexibility and creativity that is required in seeking solutions to development problems, typically involving innovation, high levels of uncertainty, and tackling social complexity (Patton, 2008; Gamble, 2008; Dozois, Langlois and Blanchet-Cohen, 2010; Ricardo Wilson-Grau, 2012).<sup>4</sup>

## **3. PURPOSE, OBJECTIVES AND SCOPE OF WORK**

### **3.1 PURPOSE**

The primary purpose of this DE is to help systematically identify new opportunities to support UNICEF and partners through innovation, and capture learnings that can be rapidly infused into the current work on innovation to heighten its chances for success. In this way, the DE is expected to enable systematic evidence-based planning of innovation activities and partnerships, as well as reflections on what is working, what is not working and why and to inform the continued evolution of the UNICEF 2016-2020 Country Programme during programme implementation.

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<sup>2</sup> It is expected that the EE will provide clearer description of (expected) stakeholders, who will be benefitted or influenced by UNICEF’s innovation work, by type, geographic locations, numbers/size, etc.

<sup>3</sup> The EE is expected also to construct a theory of change (ToC) for UNICEF’s work on innovation in Malaysia.

<sup>4</sup> [http://betterevaluation.org/plan/approach/developmental\\_evaluation](http://betterevaluation.org/plan/approach/developmental_evaluation)

The primary users of the evaluation include senior management and key staff within UNICEF Malaysia, as well as implementing partners (*duty bearers*). Secondary users include children and youth involved in UNICEF's work in innovation (*right holders*), other agencies involved in social innovation in Malaysia, non-governmental organizations, private sector, government organisations, UNICEF's Regional Office for East Asia and the Pacific (EAPRO) and the Innovation Unit within UNICEF Headquarters (*duty bearers*).

### 3.2 OBJECTIVES AND SCOPE OF WORK

The objectives of the DE include the following:

- a) Evaluate opportunities for UNICEF influence and impact within the innovation landscape of an upper-income country like Malaysia and provide strategic guidance on new entry-points for achieving the Country Programme objectives;
- b) Build a culture of learning and adaptability from the evidence collected through the DE among social innovators, social entrepreneurs, non-governmental organisations, private sector and government organisations that currently or potentially might partner with UNICEF on innovation. This will be achieved through an orientation workshops, which will bring all the partners together to build buy-in to the DE process, and a familiarity to working with the Embedded Evaluator (EE).
- c) Ensure rigorous documentation of the learnings throughout the process, enabling them to be shared, replicated, and thoroughly reviewed to understand how decisions were made and adaptations came about. This documentation will facilitate informed iterations within the innovation programme, revisiting decisions to try different approaches when desired, and support other similar innovation initiatives in their learning and approaches.

Beyond existing innovations (HCD, U-report), it is envisaged that the DE will help harvest learning on how innovation could be applied to accelerate results in relation to communication for development (C4D) to address social norms which constrain progress for both women and children's rights. Equally, the DE will cover how innovation could add value to areas of UNICEF's work such as child protection, education, monitoring and disaster risk reduction (incl. both prevention and preparedness) to advance UNICEF's Country Programme in the current socio-economic context.

The EE will cover Malaysia's social innovation landscape and UNICEF's ongoing innovation work from January 2016 through December 2018. It is preferable that the EE is located in Putrajaya, Malaysia, throughout the life of the DE, with travel as needed to meet with partners and other stakeholders and/or collect additional data; however, other models may be explored in the Technical Proposal.

## 4. EVALUATION APPROACH AND METHODOLOGY

This evaluation will require an adaptive and context-specific approach. The methodology of a DE is usually largely informed by learning needs of the programme under review. This offers a great opportunity for innovation and experimenting with new ideas, even in terms of approach and methodology. DE primers (Dozois, 2010) have identified entry points, practices and organising tools that are emerging as part of the methodology for a DE investigation. Below are some of the steps, in building the methodology for the proposed DE, adapted from Dozoiz, 2010 and tailored to the innovation programme in Malaysia. They include:

- a) **Orientation:** The EE will undertake investigative work early in the course of the DE to build a deeper understanding of the identified opportunities and challenges, resources, stakeholders and broader context. This will be the starting point for the DE.
- b) **Building relationship:** The quality of relationships determines the degree to which the EE can access information and influence change. For this reason, the methodology should

consider a mapping of relationships (i.e., social network mapping; stakeholder analysis, etc.) that are critical to execute the DE, and a strategy to maintain stakeholder engagement in the evaluation.

- c) **Developing a learning framework:** A learning framework is an essential tool for a DE. Working in collaboration with key stakeholders, developing a learning framework (slightly different from an evaluation framework), will guide the evaluation by mapping out potential areas for learning (and identify both opportunities and challenges), identifying data and/or evidence that is required to make decisions, and to articulate feedback mechanisms.
- d) **Observing:** The EE will carefully observe the unfolding of the innovation programme to help identify leverage points, assess UNICEF efforts, and stay true to the core intent and principles of the evaluation. This may include: (i) key developmental moments; (ii) group structure; (iii) group dynamics; and (iv) opportunities and challenges. This will also include an assessment of UNICEF's innovation work in relation to equity, gender equality aspects and human rights (child rights).
- e) **Sense-making:** Sense-making is largely about making sense of the data that has been collected through verification and triangulation. The EE's role is to help UNICEF identify patterns, integrate new information in relation to the innovation programme, and consider the implications of proposed solutions.
- f) **Intervening:** The EE will actively help shape the work by: (i) asking questions; (ii) facilitating discussion; (iii) sourcing or providing information; (iv) modelling solutions; and (v) making new connections. The use of data visualisation throughout is highly encouraged.

Based on these rudimentary steps, the bidders participating in the RFPS are expected to enrich the methodology for the DE with their knowledge and experience. **Methodological rigor will be given significant consideration in the assessment of proposals. Hence bidders are invited to interrogate the approach and methodology proffered in the ToR and improve on it, or propose an approach they deem more appropriate. Bidders are encouraged to also demonstrate methodological expertise in conducting DE.**

Furthermore, conventional ethical guidelines are to be followed during the evaluation. Specific reference is made to the revised United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System, as well as to the UNICEF's revised Evaluation Policy, and the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis and UNICEF's Evaluation Reporting Standards.<sup>5</sup> Good practices not covered therein are also to be followed (i.e., relevant rights-based frameworks and/or CRC, CCC, CEDAW and other rights related policy benchmarks; UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, and UN-SWAP Evaluation Performance Indicators). Any sensitive issues or concerns should be raised with the Evaluation Specialist managing the DE as soon as they are identified.

## 5. MANAGEMENT AND CONDUCT OF THE EVALUATION

### 5.1 EVALUATION MANAGEMENT STRUCTURE

The DE will be conducted by engaging an institution that will contract the EE to undertake the DE, and provide overall quality assurance and backstopping support as needed.

The EE will have overall responsibility for the design and implementation of the DE and ensuring its quality. The EE will be responsible for the following:

- a) Facilitate three orientation workshops for the innovation programme stakeholders which will help to collaboratively conceptualize and develop the DE design and approach (learning

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<sup>5</sup> Please refer to: <http://www.unicef.org/evaluation>

- framework, methodology, work plans, reporting, etc.);
- b) Develop a living work plan for the evaluation, including an agreed upon set of deliverables (which may change over time, depending on the needs of the programme);
  - c) Provide quality assurance of all deliverables, including regular intermediate report logs that track details of the DE and document all events that occur, i.e., planned and unplanned and associated outcomes, and the final report of the evaluation;
  - d) Facilitate regular meetings with senior management and key programme staff within UNICEF Malaysia to collect data;
  - e) Conduct analysis of the data collected and present digestible analysis (through compelling narrative and data visualizations) regularly to programme staff and partners through data-review process and other participatory meetings;
  - f) Track and communicate high quality information to senior management, programme staff and partners on the innovation programme progress' that can inform timely and data-driven decision-making processes (i.e., mid-term review); regularly record decision-making; programme changes and/or changes in the environment in the report log; and;
  - g) Report to the Evaluation Specialist for UNICEF Malaysia to regularly assess performance of the DE, including the documentation of lessons learned about DE implementation.

The EE will be supported by the institution contracted for conducting the DE, and report to the Evaluation Specialist for UNICEF Malaysia, while working in coordination with the Innovation Specialist, as part of a joint DE management team. Initial project on boarding and orientation to DE will be done by the contracting institution that will also provide technical support during the project. A reference group will be created in the orientation phase of the DE to provide further support to the EE.

The EE will be located in Putrajaya, Malaysia, throughout the life of the DE, with travel covered as needed and agreed by UNICEF to meet with partners and other stakeholders and/or collect additional data. The EE will be provided an office space within UNICEF Malaysia premises.

## **5.2 EMBEDDED EVALUATOR (EE) PROFILE**

The EE should have the following experience:

- Extensive programming and/or evaluation experience (at least eight years) in social innovation with an excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods, UNEG Norms and Standards, as well as equity, gender and human rights considerations in conducting evaluation;
- Experience in international development, preferably with prior work experience in Asia;
- Experience in multi-stakeholder engagement in complex initiatives (experience with 'collective impact' preferred);
- Experience with evaluating complex systems;
- Familiarity with DE, including skills such as: respect for local stakeholders and partners, ethical research (maintains confidentiality and anonymity when required), flexible, energetic, humble, willingness to learn on the go, and ability to resolve conflicts;
- University degree (Masters or higher) in international development, public policy or similar, with a strong M&E focus;
- Extensive technical knowledge, skills and expertise in evaluation design, concepts, and approaches and evaluating complexity;
- Strong analytical skills to support both qualitative and quantitative research;
- Facilitation skills, particularly design and execution of stakeholder consultations;
- Excellent oral and written communication and report writing skills in English;
- Keen attention to detail, especially related to documenting data and associated processes;
- Active listening, proactive learning, and time management skills;

- Leadership and strategic thinking skills;
- Expertise in organizational theory, development, and/or communications;
- Experience in social innovation; and
- Knowledge of the UN's human rights, gender equality and equity agendas;
- Readiness to be in a learning role.

The institution is expected to provide through a gender-balanced, culturally diverse team, technical support to the EE, as well as quality assurance to key deliverables. Back-office support assisting the EE with logistics and other administrative matters is also expected. **It is vital that the same individuals that develop the methodology for the RFPS will be involved in conducting the DE. In the review of the RFPS, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality and the breadth of experience (CV's and written samples of previous evaluations) of the individuals to be involved in the DE.**

### 5.3 EVALUATION DELIVERABLES

Given the nature of a DE, deliverables are expected to evolve throughout the course of implementation and will be adjusted and negotiated on a rolling basis with the Evaluation Specialist and the EE, and in coordination with the Innovation Specialist. Preliminary expected deliverables<sup>6</sup> include, but are not limited to:

- **Completion of three orientation workshops** for partners based in Kuala Lumpur, as well as those in Kota Kinabalu, Sabah and Kuching, Sarawak.
- **Submission of an after-action report** regarding learnings, key findings, and results of orientation workshops, including both opportunities and challenges. The report will include a visual mapping of stakeholders and relationships within Malaysia's social innovation landscape, as well as some futures modelling around new areas of strategic partnering, if possible.
- **Submission of an inception report along with a work plan** for the DE within 30 days of kick-off, and at least quarterly updates to said work plan in accordance with the evolution of the DE.
- **Monthly (at least) report log** submission to the institution contracting the EE, as well as the Evaluation Specialist and Innovation Specialist.
- **Weekly meetings** with the Evaluation Specialist and the Innovation Specialist managing the innovation programme.
- **Regular, multi-formatted learning documents** from the DE in advance of and/or following key development moments jointly identified with the Evaluation Specialist and the Innovation Specialist. Learning document formats and reporting must be coordinated with the various stakeholders and submitted in an acceptable, and digestible format that is geared towards utilisation. They should include the use of info-graphics, photos and videos taken in the course of the DE. A participatory approach should be followed in the formulation of recommendations.
- **Final DE report**, to be prepared according to the UNICEF Style Guide and UNICEF Brand Toolkit (to be shared with the winning bidder) and UNICEF standards for evaluation reports (GEROS). The draft Evaluation Report will be shared for comments with the Evaluation Section in EAPRO.

## 6. PAYMENT SCHEDULE

Unless the proposers propose an alternative payment schedule, payments will be as follows:

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<sup>6</sup> A timeline for the delivery of key deliverables will be established in the inception report.

- Three orientation workshops and approved after-action report regarding learnings: 30% of the contractual amount;
- Approved learning documents: 20% of the contractual amount;
- Approved draft and final DE report: 35% of the contractual amount;
- Approved final presentation and other materials: 15% of the contractual amount.

## 7. APPLICATION PROCESS

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both technical and financial proposals. UNICEF first reviews the Technical Proposals followed by review of the Financial Proposals of the technically compliant firms. The proposal obtaining the highest overall score after adding the scores for the technical and financial proposals together, that offers the best value for money, will be recommended for award of the contract.

### **The Technical Proposal should include but not be limited to the following:**

- a) **Request for proposals for services form** (provided above).
- b) **Presentation of the bidding institution** or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including:
  - Name of the institution;
  - Date and country of registration/incorporation;
  - Summary of corporate structure and business areas;
  - Corporate directions and experience;
  - Location of offices or agents relevant to this proposal;
  - Number and type of employees;
  - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
  - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF.
- c) **Narrative description of the bidding institution's experience and capacity** in the following areas:
  - Evaluation of social innovation;
  - Developmental evaluation of social programmes or interventions, ideally implemented by non-governmental organisations;
  - Previous assignments in developing countries in general, and related to social protection programmes, preferably in East Asia; and
  - Previous and current assignments using UNEG Norms and Standards for evaluation.
- d) **Relevant references of the EE** (past and on-going assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.
- e) **Samples or links to samples of previous relevant work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- f) **Methodology.** It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail.
- g) **General work plan based on the one proposed in the ToR**, with comments and proposed adjustments, if any; and detailed timetable by activity (it must be consistent with the general work plan and the financial proposal).
- h) **EE and backstopping support:**
  - Summary presentation of proposed expert;
  - Description of support staff (number and profile);
  - Level of effort of proposed experts by activity (it must be consistent with the financial proposal); and

- CV of EE proposed to carry out the DE, and other relevant support staff.
- i) **Relevant references** of the proposer (past and on-going assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.

The Technical Proposal will be submitted in hard copy and electronic (PDF) format.

Please note that the duration of the assignment will be from November 2018 to April 2019, and it is foreseen that EE will work full-time on the DE. The presence of a conflict of interest of any kind (e.g., having worked for or partnered with UNICEF on innovation the design or implementation of the Country Programme will automatically disqualify prospective candidates from consideration).

**The Financial Proposal should include but not be limited to the following:**

Bidders are expected to submit a lump-sum financial proposal to complete the entire assignment based on the different sample sizes. In order to arrive at the lump-sum offer for a given sample size, the firm may work out the budget detail as below:

- a) **Resource costs:** Daily rate multiplied by number of days of the experts involved in the evaluation.
- b) **Travel costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the financial proposal.
- c) **Any other costs (if any):** Indicate nature and breakdown.
- d) **Recent financial audit report:** Report should have been carried out in the past two years and be certified by a reputable audit organization.

Bidders are required to estimate travel costs in the Financial Proposal. Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals and incidentals.

The financial proposal must be fully separated from the Technical Proposal. The financial proposal will be submitted in hard copy and electronic (PDF) format.

Costs will be formulated in US\$ and free of all taxes.

**8. EVALUATION WEIGHING CRITERIA**

The proposals will be evaluated against the two elements: technical and financial. The ratio between the technical and financial criteria depends on the relative importance of one component to the other. Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this ToR are split between technical and financial as follows:

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

**a. Technical Proposal:**

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal.

**Table 1: Evaluation of Technical Proposal**

<b>The Technical Proposals will be evaluated against the following:</b>		
<b>REF.</b>	<b>CATEGORY</b>	<b>POINTS</b>
1	<b>Overall response:</b> <ul style="list-style-type: none"> <li>• Completeness of response</li> <li>• Overall concord between RFP requirements and proposal</li> </ul>	2 3
2	<b>Company/key personnel/Individual consultant:</b> <ul style="list-style-type: none"> <li>• Range and depth of experience with similar projects</li> <li>• Samples of previous work</li> <li>• References</li> <li>• Key personnel: relevant experience and qualifications of the proposed team for the assignment</li> </ul>	8 5 5 14
3	<b>Proposed methodology and approach:</b> <ul style="list-style-type: none"> <li>• Detailed proposal with main tasks, including sound methodology to achieve key outputs</li> <li>• Proposal presents a realistic implementation timeline</li> </ul>	20 13
<b>Total Technical Proposal</b>		<b>70</b>
<b>Only proposals which receive a minimum of 55 points will be considered further.</b>		

**b. Financial Proposal**

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

$$\text{Max. score for price proposal} * \text{Price of lowest priced proposal}$$

Score for price proposal X = -----

$$\text{Price of proposal X}$$